



Anchor Mission Communications Toolkit

*PRODUCED IN COLLABORATION WITH
RUSH UNIVERSITY MEDICAL CENTER*

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Hospitals and health systems across the country are adopting an “anchor mission”—a place-based approach that aligns institutional resources like hiring, purchasing, and investing, in order to tackle the underlying economic and social determinants of community health outcomes. But how can both the what and the why of this new transformative approach be effectively communicated, inside and outside your institution?

If everyone in the institution clearly understands the anchor mission, the mission becomes part of the institution’s culture and can then be

supported and upheld throughout all levels of the institution. Communications can help to establish, maintain and build the anchor mission understanding needed to support the culture change and obtain widespread buy-in.

This toolkit provides communications tips, tools and examples from Rush University Medical Center (Rush) along with other members of the Healthcare Anchor Network (HAN), a growing collaboration of more than 45 health systems, to help with the work of communicating an anchor mission approach.

Organizational Story

I. Preface (the story before the story)

Before internal and external communications strategies can be implemented, the following elements must be firmly in place in order to effectively tell your anchor institution story:

A. The organization must identify health inequities as a problem and understand and name root causes around economic and racial inequities in community.

Your institution has joined the Healthcare Anchor Network (HAN) or has decided to adopt the anchor mission. The storytelling as a key communications strategy starts here. That inequities are a priority isn’t enough; be ready to tell the story of how the organization came to this conclusion. Build the narrative of why an anchor mission approach is needed.

See the [Anchor Mission Playbook](#) by Rush as an example:

In the summer of 2016, RUMC changed its corporate mission from “be the best in patient care” to “improve health.” Rush’s board adopted this broader mission in recognition of the ongoing health crises in the neighborhoods around the health system’s main campus on the West Side of Chicago. Many of these neighborhoods suffer from high unemployment, job scarcity, poverty, poor public education, environmental despoliation, and disproportionate levels of crime and violence—factors collectively known as negative social determinants of health. The overall effect of this neighborhood disadvantage is evident in the most basic metric of public health, life expectancy.

See Rush's [Chicago Magazine article](#) as an example.

That day, the health system decided to change its mission from being the best in patient care to improving health. In what appears to be a first for a health system in the United States, Rush said that that it must address “the complex social, economic, and structural determinants of health” including “structural racism, economic deprivation, substandard housing, violence, and a failing school system.”

Ansell put together a team and they developed a twofold plan. First, Rush would adopt an “anchor mission,” intentionally investing, hiring, purchasing, and volunteering in the most disadvantaged neighborhoods on the West Side. Next, Ansell’s team would bring together West Side residents, community groups, and other health systems to help coordinate strategies to address the root causes of health inequities on the West Side.

See Rush's mission and health equity efforts below and Rush's video as examples.



B. It's important to understand and communicate the distinction between the anchor mission approach with the community wealth building goal versus community or charitable giving

Community wealth building is a systems approach to economic development that creates an inclusive, sustainable economy built on locally rooted and broadly held ownership.

- The anchor mission core team at Rush reports to senior leadership on progress, dashboard metrics, accomplishments and feedback on strategic direction twice a year (mid-fiscal in December and year

Rush's Three-Part Health Equity Effort

Narrowing gaps in health inequity in our surrounding communities – most notably measured in life expectancy – is a top organizational priority and has three elements:

- The **Office of Community Engagement** develops and leads a series of initiatives that address the social determinants of health.
- **West Side United**: coordinate broader health equity efforts among several institutions including Rush.
- The internal **Anchor Mission** intentionally directs the economic benefits of how we hire, purchase and invest towards nine West Side neighborhoods. Rush' efforts are increasingly being cited as a national model.

end in June). Rush's anchor initiatives are part of the diversity, equity and inclusion strategy that reports through the Diversity Leadership Council Chair to Rush's board twice each year.

- See [Embracing an Anchor Mission: ProMedica's All-In Strategy](#) on how ProMedica connects traditional programs for addressing SDOH with strategies that involve leveraging assets for wealth building opportunities, such as establishing a grocery store in a food desert and then connecting that to training and hiring unemployed patients.
- See HAN's [Anchor Philanthropy Initiative Group's table](#) comparing traditional philanthropy with anchor philanthropy.
- See Cleveland Clinic's press release on its collaboration with Evergreen Cooperatives below.

To create jobs and build wealth, ECL and the other Evergreen Cooperatives leverage the purchasing power of “anchor institutions”—large non-profit economic engines like hospitals and universities with a commitment to mission and place. The Collinwood laundry facility is now owned by Cleveland Clinic, and services the health system. By shifting the contract for the operations of this facility to ECL, Cleveland Clinic is using its economic resources—in this case, where it services more than 19 million lbs of its laundry each year—to build a stronger local economy.

C. Top leadership are in agreement that how the organization hires, invests, buys and volunteers is part of addressing the problems of health and economic inequities.

This cannot be emphasized enough: Top leadership must support and describe the anchor mission in the meetings where hiring, investing, purchasing, volunteering and other anchor strategies are discussed. Executives can navigate and lead change within their organizations to drive the anchor mission vision and purpose. Leaders should encourage every member of their institutions to look through that lens, and to seek effective and smarter ways to move forward on the anchor journey, encouraging a culture of continuous learning.

- See [UMass Memorial Health Care's anchor mission journey](#) in the Harvard T.H. Chan School of Public Health journal as an example.

The screenshot shows the Cleveland Clinic Newsroom website. The article title is "Collaboration Between Cleveland Clinic and Evergreen Cooperative Laundry Supports Health and Wellbeing of Local Community". The text below the title states: "Evergreen Cooperative Laundry (ECL) and Cleveland Clinic have announced a new collaboration where the worker-owned cooperative will take over management of the health system's laundry facility in Cleveland's Collinwood neighborhood. The expansion brings more than 100 new employees into ECL, joining the 50 workers employed at its original laundry facility in Glenville." Below the text is a photograph of a large group of people, including Evergreen Cooperative Laundry employees and Cleveland City Council members, holding a proclamation. The caption below the photo reads: "Evergreen Cooperative Laundry employees and Cleveland City Council members Blaine Griffin and Michael Polensek holding the proclamation from City of Cleveland. (Courtesy: Reen Nemeth / Cleveland Clinic)"

The fellows concluded that UMMHC was well-positioned to adopt an anchor mission strategy, but doing so would require the health system to not only reallocate institutional resources and realign institutional policy, but to make deep changes in its institutional culture. Brown agreed with these findings and recommendations and submitted a recommendation to Dr. Eric Dickson, UMMHC's President and CEO, that UMMHC adopt an anchor mission, to be phased in gradually over three years. Dr. Dickson approved the proposal and shared it with the Board of Directors, which generated an unexpected response:

"When Rick Siegrist, the board chair, opened the Q&A session before the vote, Doug and Cheryl [Lapriore, Chief of Staff] were rather surprised to learn that several board members thought UMMHC should implement the anchor mission in less than the proposed three years. "It's one thing to get a unanimous vote from the board that we should adopt the anchor mission strategy," explained Doug, "but a quicker implementation was not the criticism that I expected."

II. Key Strategies

Through storytelling in a variety of communication channels and vehicles, show the efforts of the individuals doing the work, the organizations worked with, and the people benefitting from the work. Work towards building a growing library of content assets on a variety of platforms.

A. Develop the anchor mission communications goals

- Ensure that they are integrated into the institution's overall communications goals.
- Rush's media relations efforts help amplify and illustrate why Rush does anchor

mission work. It may take the form of Op-Ed pieces and published journal articles written by senior leaders and anchor mission strategy owners as well as feature stories in local and national media with those leaders/strategy owners as sources. Participation in an anchor mission collective, like West Side United, where Rush works with other anchor institutions also enriches partner collaboration, allows Rush to communicate about the goals achieved and enables closer connection to the communities it serves. Participation in biweekly communications meetings with West Side United where an internal communications team member attends helps Rush keep communication efforts going and encourages accountability.

- Rush has an active Diversity Leadership Council with members who are strategy owners and work on driving the pillars of strategy devised by the council that advance anchor mission goals. Having an internal communications team member dedicated to covering this content internally and externally, who becomes a strategy owner with metrics to achieve, ensures that these efforts are communicated broadly to both internal and external audiences. In Rush's case, the director of internal communications and senior communications strategist for diversity, equity and inclusion are the strategy owners and are invested in the anchor communications efforts.
- The anchor mission vision is not always easily understood by employees, but it's a part of Rush's strategic plan and embedded in its DNA, so it's important that internal stakeholders understand its value. It's then the job of Rush's internal communications team to ensure that the vision is something that every employee can see but also get behind. Having an internal site that

showcases the work all together in one place, in addition to the multiple vehicles used to push the mission out, helps to make the story more cohesive and digestible.

- See Rush's Anchor Mission Communications Goals as an example below.

B. Develop the anchor mission communications strategies

- Identify specific anchor mission strategies that are separate from your general institutional communications strategies. For example, a strategy of interviewing a local minority-owned business owner to

showcase the impact of the new contract with your hospital.

- Communicate early wins: start communicating about the progress of anchor mission initiatives internally to apprise audiences of the startup of anchor mission implementation and to generate momentum, even if there aren't any big outcomes yet. The start-up story is exciting and can introduce audiences to key pieces of the project such as who is leading the effort or what change is intended in the community.
- See Rush's Anchor Mission Communications Strategy as an example below.

Anchor Mission Communication Goals

- Create excitement, engagement and support for Rush's plans on the West Side with both internal and external audiences important to Rush's success and reputation
- Increase Rush's internal awareness of these efforts and how employees/faculty/students can get involved
- Engage employees, faculty and students to be good PR ambassadors of this work
- Position Rush as a national leader in health equity solutions

Anchor Mission Communication Strategy

- Through **storytelling** in a variety of communications channels and vehicles, we are sharing and showing the efforts of Rush's work in anchor communities, and building a growing library of digital content to **document Rush's national leadership on health equity**
- Reach key internal and external stakeholders through existing and new tactics and communication vehicles – electronic, in person, existing meetings, talking points for leaders, etc.
- This is a **collaborative effort** - sharing content among internal communications, marketing, philanthropy, government relations
- **Utilize anchor mission leaders** to extend communications
- Ensure message on **"why are we doing this?"** is clear: improve the health of the communities we serve

C. Crystalize the “Why are we doing this?” message/Make it a different story.

This may seem like nuts and bolts communication planning, but truly adopting the anchor mission philosophy is a fundamentally different business approach. Hospitals considering anchor work almost certainly have a strong legacy of community benefits and engagement. While it often “goes without saying” that a hospital’s actions are aimed at helping people become healthy, *it’s important to develop the messaging that anchor mission efforts are using economic assets to improve the economic health of a community* as well. This is a function of community health, not community relations. Equitable economic development = healthier communities.

- See HAN [Anchor Mission Talking Points](#)
- See [PowerPoint Pitch](#) on healthcare’s anchor mission
- See one-page overviews of anchor mission strategies
 - ◆ [Inclusive Local Hiring](#)
 - ◆ [Inclusive Local Procurement](#)
 - ◆ [Place-Based Investment](#)

D. Identify your audience.

Really think through who your audiences are. Some will be new. For example, employees are your “first community” and for many institutions, a great many employees live in the neighborhoods that the anchor mission approaches are geared toward helping. Embrace this opportunity and seek input from your communities. Also identify what your goals are and what you’re looking to achieve. Some of these ideas and areas will be new as well.

- Rush includes its anchor mission strategies in its orientation for new employees and others new to the institution.
- See Rush’s Target Audiences as an example below.
- In addition to Rush’s first community, patients from the community are also another audience, as well as the general public. The goal is to share Rush’s efforts in a way that engenders trust, so those who already come to us for care, and those who may consider coming to us for care, know they can trust Rush to care for them holistically, invest in their community

Audiences

- **All employees and leaders at the Medical Center, ROPH and Copley**
- **RUMG members, physicians (private and employed); at all locations**
- **Rush University faculty, students**
- **Board of Trustees**
- **Donors, supporters**
- **Volunteers**
- **Public including - patients (inpatient, outpatient) and visitors**
- **Community members**
- Legislators, alderman, reps, village officials
- Community leaders
- Area/neighborhood residents/ businesses
- Public/potential patients
- News media
- Potential donors
- Vendors/suppliers
- Regulatory agencies
- Other area health care providers; IMD members

and empower them as well. This is done through storytelling (first-person blogs, feature stories, videos, social media campaigns) that feature individuals who come from these communities and have benefited from Rush's efforts in their anchor neighborhoods.

E. Utilize anchor mission leaders.

Anchor mission leaders will help extend the communications along anchor lines (investment, purchasing, hiring and volunteering). Identify champions you can call on to help tell the story.

- In addition to Executive and C-Suite leadership, look to the director and other staff who are leading the work in these areas. They can speak about their first-hand knowledge of the work and about the individuals and groups that are being positively impacted.
- HAN is developing a Speakers' Bureau that can help get your spokespeople out to

a broader audience to spread the anchor mission message and help build out the sector.

- Link up anchor mission events and speaking engagements with your internal communications channels. For HAN's Fall 2019 Convening in Salt Lake City, the HAN co-hosts, Intermountain Healthcare and University of Utah Health, had their writers attend sessions that their principals were speaking at to write articles to post on their blogs.

F. Establish departmental alignment.

Coordination with other departments is vital, especially purchasing, HR, philanthropy and government relations. Rush's experience has been that communications typically work well with purchasing and HR, but strong relationships with them are paramount as you'll be explaining new approaches to hiring and purchasing.

Anchor Mission Talking Points: Supply Chain Manager as Target Audience

Problem/Challenge: Small local businesses struggle with tapping large, stable contracts and Minority- and Women-Owned Businesses (MWBs) historically lack access to capital. This contributes to spending that is mostly leaving communities.

Solution: Even small shifts in your/our spending portfolio can make a difference. There are many ways you/we can connect with MWBs to help change your/our practices.

Future/Change: Our hospital can be a stable institution that helps local MWBs scale up and thrive which in turn builds individual and community wealth.

Core Message: Our anchor institution can be a champion for helping to make our community an equitable, healthy and thriving place.

Examples of anchor mission supply chain work that can be shared: Inclusive Local Procurement

- Rush has found that overall there has been a positive response to anchor mission implementation from their staff but anchors need to keep in mind that adopting an anchor mission requires a culture change, including new alignments.
- Develop anchor mission talking points for the department leaders to educate and inspire them as to their unique roles as an anchor mission champion. See example talking points to a supply chain manager using a basic [messaging triangle](#) on page 7.

G. Socializing a new vocabulary for the anchor mission approach.

Since the anchor mission approach works to improve the health of neighborhoods and communities, be able to describe the anchor mission framework in a way that an unfamiliar audience can digest and understand.

- See [Public Health Reaching Across Sectors \(PHRASES\)](#) which will soon provide [tools](#) to help public health professionals communicate effectively in order to form partnerships with other sectors, such as housing, education, and business.

- See [HAN's Glossary of Terms](#) for the key anchor mission definitions
- See HAN [Anchor Mission Talking Points](#)

H. Use all communication vehicles.

Reach key internal and external stakeholders through existing and new tactics and communication vehicles: electronic, in-person, existing meetings, talking points for leaders, third party validators, op-eds, press conferences, policy advocacy on SDOH, paid advertisements, etc.

- See Rush's Communications Tactics as an example below.

I. Images and infographics are key.

There is great visual potential since the anchor mission framework is a multifaceted approach leading to the goals of improved community health, racial equity, and building community wealth, etc. but is fundamentally about people. Find ways to highlight members of the community and how they benefit from anchor mission strategies—as well as to show the strength and resources of the community. Once created, images and infographics can be re-used in multiple communications vehicles.

Communications Tactics

- ✓ **Rush News, Inside Rush homepage (intranet)**
- ✓ **ROPH News and Inside ROPH homepage (intranet)**
- ✓ **RUMG News**
- ✓ **Meetings/discussions**
- ✓ **Special, focused town hall-type meeting on community topics (diversity week 2018 and 2019)**
- ✓ **Meet and greet tables around Rush**
- ✓ **Videos/photos (for internal/external)**
- ✓ **Inside Health**
- ✓ **Media stories**
- ✓ **Rush's social media channels**
- ✓ **Content on external websites for Rush University Medical Center, Rush University, Rush Oak Park Hospital**

Storytelling with existing graphics



- When reading about the life expectancy gap, for example, without the visual, the dots can be difficult to connect. Actually seeing how close together the train stops are and how wide the life expectancy gaps are that exist between them drives the point home: It's incredulous to think, and now see, that your neighbor, a few blocks away, is more likely to die sooner than you. Visuals have a profound impact on cementing understanding.
- See HAN [anchor mission overview template](#) (anchors can insert their own information).
- See Rush's Storytelling with Existing Graphics as an example above.

J. Mean it/Really “walk the talk.”

Hospital communicators don't often directly have experience with the health subjects they write about. But adopting the anchor mission approach affords them the opportunity to directly experience how a hospital's economic assets are helping. Visit, listen, engage authentically and learn.

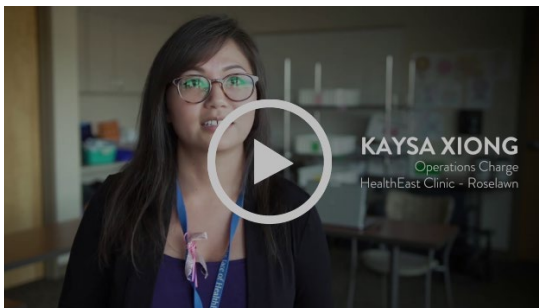
- Members of Rush's internal communications team sit in on meetings with Employee Resource Groups with members from these anchor communities to get a firsthand lens into what the community concerns are. A member of the internal communications team also attends West Side United meetings and supports communication efforts. When possible, members also sit in on listening sessions that gather info for the institution's Community Health Needs Assessment and Community Health Improvement Plans. Volunteering in Rush's anchor mission communities during designated campuswide volunteer service days is another opportunity to directly connect with the work and communications team members get to see firsthand, interact with and impact the communities Rush serves.
- Rush's impact investing in affordable housing not only increases the supply of safe, affordable housing but also creates jobs for inclusive, local hiring for the construction jobs associated with this investment.

Invest locally – impact investment

Restoring Homes and Lives (video)



- **Fairview Health Services' Health East** is working with the Hmong American Farmers Association (HAFA) in St. Paul, Minnesota to provide access to healthy food for families experiencing food insecurity which is particularly vital for people struggling with chronic diseases like diabetes and heart disease. Their video includes medical and program staff and HAFA talking about the increase in social connections between their patients and staff, supporting wealth building in the Hmong community, and community building.



The video also highlights that the program's procurement design helps address the underlying economic determinants of community health by partnering with HAFA to supply these vegetables. HAFA was created to address economic disparities for immigrant and urban farmers

such as the Hmong farmers who have less access to land and on average make \$3,000 less in sales per acre, compared to white farmers.

- See the NY Times article "When a Steady Paycheck is Good Medicine for Communities," as an example of great story telling about the people impacted and how HAN & anchor mission strategies are making real differences in communities. See excerpt below.

The basic goal among the participants in the Healthcare Anchor Network is to shift their spending to local companies, keeping the wealth close by. Kaiser Permanente, which erected the new medical center near Baldwin Village, is one of the largest medical systems in the network.

The health systems are also directing their reserve funds toward so-called impact investments — loans to nonprofits that buy homes to spare low-income people from eviction; capital for minority-owned businesses; child care for the working poor.

This initiative was behind Kaiser's decision to reserve a third of the construction jobs at its new campus for people who lived nearby. Among them were 70 former prison inmates employed as plumbers, carpenters and electricians.

K. Tell the personal story.

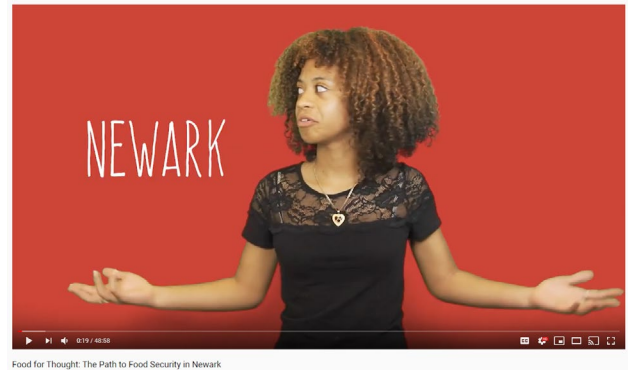
The most powerful success stories will come from people who have been directly affected by an anchor institution's anchor mission approach. A low-income single mother whose life was transformed by access to a good paying job. A student inspired by the power of an institution to direct their resources to improve

the local environment. A procurement officer who is motivated by their ability to transform their community and reduce income inequality. Speak to those involved in your effort to find out why they are so excited about it, and what their personal relationship is to an anchor mission.

Also keep in mind your communications strategies and what makes the stories strategic. Who are you trying to move with the story and what do you want to happen as a result of it?

- RWJBarnabas Health's "Social Impact and Community Investment Practice" (SICI) partnered with ChangeLab Solutions, the Greater Newark Community Advisory Board and their community partners to help identify policy options for building up local food systems and tackling food insecurity


issues. RWJBarnabas Health co-produced Food for Thought: The Path to Food Security in Newark, a video **chronicling food insecurity in Newark.**



- See Rush's [Chicago Magazine article](#) as an example.

Voices from the West Side


What does Chicago's 16-year life expectancy gap look like for people living in West Side neighborhoods?



Melissa Chrusfield, 39

"Let's just give it a freaking shot. Let's give these people some resources and see if they might want to use them, you know? Let's treat them like humans."


[Read more of Chrusfield's story](#)



DeAndre Turner, 23

"The violence here has affected me a lot of times. I lost three friends literally the next day behind each other. Three in a row."

[Read more of Turner's story](#)



Adesha Holloway, 18

"If you actually come out here and visit it won't be all guns and drugs. You would be amazed at what you can find when you look into it."

[Read more of Holloway's story](#)

Story Banks

Story-banks are a collection of narratives of the people your institution has helped to economically lift up through its anchor mission and community wealth building work. Story-banking tips:

- 1. Story collection form.** Provide partners with an intake form they can distribute at events, in their offices or give directly to those involved in the initiative. If your institution funds the project, consider making it a requirement of the funding. Make sure this form includes consent for the person to share their names, photos, videos, and stories publicly.

See the [Cause Communication's Guide to Navigating Communications for Social Impact's Photo/Video Release Form](#) as a sample tool.

- 2. Collect stories.** For the stories that demonstrate the success of the program, schedule a time when you can meet with the person either in person or over the phone. If the interview is over the phone, record the conversation so you can go back and listen if you missed something or want to get a direct quote. If the interview is in person, consider video because you may want to include video stories on your website or other social media channels. Of course, ask the person's permission before you record the conversation.
- 3. If you want a quote, ask for it.** When you have a sound bite in mind, ask questions that will lead your interviewee to it. For example, "if you could say one thing to the institution's staff about this issue, or why it is important, what would it be?"

- 4. Get photographs.** A picture of the person you are talking to makes your stories more powerful.
- 5. Keep track.** Save all of the participant stories in a database that's easy to search and sort so that you can quickly find the story you need.
- 6. Delegate.** Spread out story banking responsibilities throughout your initiative and partner organizations so that everyone takes part in the effort. Be clear about the types of stories you are hoping to collect (e.g., if you need students, Hispanic women or small business owners). Consider how you are dividing responsibilities so that everyone isn't going after the same types of stories. A monthly goal can help keep people focused, and sharing stories at staff meeting and on coalition calls can help inspire people to keep it up.
- 7. Share the stories.** Once you have a solid story bank (or the start of one) be sure to include these stories at community events and meetings with key institution and community partners. Tell these stories in your op-eds and letters to the editor; stories will make these materials come alive. Short quotes can appear on the front page of your website, or in a dedicated story section for longer narratives. Consider sharing stories through the organization's social media, and when you post stories on your own social media ask your followers if they would like to share their own experiences as well. Remember to always include pictures if you have them!

* Excerpted mostly from the TDC Higher Education Anchor Mission Initiative Fall Convening 2017 materials written by Erin Kesler, TDC Senior Communications Associate

L. Assess the impact of the anchor mission communications activities.

- Rush reviews the number of intranet article views to assess whether the communications is reaching its staff. Rush will be conducting an internal communications survey to learn more about how its staff are perceiving and feeling about the anchor mission framework.
- Consider holding regular meetings with your anchor mission leaders (e.g., quarterly) to share the communications progress on the goals so that everyone is informed and can celebrate in successes, as well as share new strategies and ideas or adjust strategies where needed.
- Don't forget to share your results internally and externally!

Sharing Results Internally from Cause Communications Guide to Navigating Communications for Social Impact

Quantitative and qualitative data can help you show how your organization is making a difference—and that's key for external audiences like donors, volunteers, community leaders, and policymakers. But telling the story of your impact is equally important for your internal audiences. Periodic reports are a powerful tool for informing stakeholders like senior leadership, your board, and even colleagues in other departments about the progress your organization is making toward its mission.

- See the Guide's **Measuring Communications Results** worksheet as a sample tool

III. Examples of anchor mission communications strategies and activities

Boston Medical Center (BMC)

This is a model of an anchor institution creating a new communications platform focused on health equity and thought leadership for a broad audience.

HealthCity. Where the next ideas in healthcare live.

Launched in March 2019 and hosted by Boston Medical Center, HealthCity is a nonprofit online publication and platform dedicated to exploring the most pressing issues in healthcare today, including health equity and the social determinants of health.

HealthCity was created for an audience of healthcare providers, researchers, business leaders, policymakers, funders, and reporters — anyone who is invested in a thriving and equitable healthcare system. Although it serves as a vehicle for thought leadership from within the BMC health system, HealthCity was designed to have a much broader reach. Contributors include not only the BMC communications team and clinicians, researchers, and other leaders from across BMC, but also freelance writers and outside partners.

From the beginning, BMC always envisioned HealthCity as a platform that would be opened up to other organizations and partners since the issues are bigger than BMC alone.

HealthCity addresses systemic barriers to health and the root causes of poor health, and it has also educated audiences about the health system's anchor mission work and participation in the Healthcare Anchor Network (HAN), such as with this 2019 article:

Broad buy-in across BMC and the enthusiasm and support of CEO Kate Walsh and leaders

Healthcare Anchor Network: Shifting Care Upstream

Health systems across the U.S. are joining forces to strengthen local economies.



including Thea James, VP of Mission and Associate Chief Medical Officer, was critical to the successful launch of the site.

The work highlighted on HealthCity has been going on at BMC for a long time and is just another way of communicating it and contributing to the broader conversation.

HealthCity welcomes all inquiries, ideas, and submissions from HAN members. To contact the editors, email healthcity@bmc.org or Ray Hainer at ray.hainer@bmc.org.

In addition, BMC's anchor mission commitment is clearly depicted on its website which also showcases BMC's work with HAN and other partners in this area. <https://www.bmc.org/mission/healthcare-anchor-network>

Rutgers University – Newark (RU-N)

At Rutgers University – Newark (RU-N), the anchor institution concept defines the university mission. Because of this, RU-N invests its communications resources into storytelling about its anchor mission approach. This is apparent in the visibility of the anchor commitment on the university website under Community Engagement.

<https://www.newark.rutgers.edu/anchor-institution>

Rutgers University – Newark's (RU-N) **Strategic Plan**, "Where Opportunity Meets Excellence," underscores that the institution "is a remarkably diverse, urban, public research university that is not just *in* Newark but *of* Newark—an anchor institution of our home city."

Home » Mission

- MISSION
- SOCIAL DETERMINANTS OF HEALTH
- HEALTHCARE ANCHOR NETWORK
- SUSTAINABILITY
- CLINICAL CARE
- RESEARCH
- MEDICAL EDUCATION

HEALTHCARE ANCHOR NETWORK

Boston Medical Center is a proud member of the **Healthcare Anchor Network**, a national organization dedicated to improving **social determinants of health** by fostering inclusive and sustainable local economies. BMC recognizes that poor health is often caused or exacerbated by a lack of economic resources, which creates additional challenges for our patients in their day-to-day-lives. Addressing the root causes of poor health, which are largely driven by low income, allows health systems to disrupt the cycle of poor health.

The Healthcare Anchor Network includes more than 40 health systems from around the country and provides health systems like BMC with guidance and support to strengthen their communities and local economies. With a focus on equity, the network targets four main areas of activity: hiring, purchasing, investing, and policy. As part of the network, BMC has the opportunity to share solutions, advocate, and develop new ideas with like-minded healthcare organizations and leaders.

Resources and Partners

- [Healthcare Anchor Network](#)
- [Year Up](#)
- [Hack.Diversity](#)
- [Center for Community Investment](#)
- [Healthy Neighborhoods Equity Fund](#)
- [Preservation of Affordable Housing](#)



Dr. Nathan Chomilo @ChomiloMD · Oct 27

Possible solutions? High risk families get access to housing supports via health systems, payers, community organizations & housing authorities.

@The_BMC is also an Anchor Institution. Ask if your institution part of the Healthcare Anchor Network! #AAP19 #HousingIsHealth



RUTGERS

UNDERGRADUATE OPEN HOUSE

Join us Saturday, Oct. 19, from 9a to 2p to visit Rutgers-Newark and experience our bold history, and leading academic programs.

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An Anchor Institution

NEWS

University Global Compact to Hold "17 Rooms-U" for 17 Sustainable Development Goals Priority Actions at Rutgers-Newark

Rutgers University-Newark will be one of six institutions of higher...

A Call To Peace Exhibition at Military Park in Newark

One Positive Interaction with Police Can Enhance Trust, New Study Finds

Bank of America Commits \$1M to Rutgers-Newark's Honors Living-Learning Community

COMMUNITY ENGAGEMENT

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FOLLOW RU-N

RU-N Vision and Mission Statements

Vision Statement

Rutgers University – Newark aims to be a national leader in 21st century higher education through a commitment to the values of educating a diverse citizenry, producing high impact scholarship, engaging in our community as an anchor institution, and drawing the connection between local and global, for the improvement of the economic and social well-being of society as a whole.

EVENTS

Tue. Sep. 3: The Life and Times of the Blue Fairy

The Plan calls for RU-N to:

Invest in anchor institution collaboration – Being of Newark, not just in Newark, emerged as a key element of RU-N's identity, and enhancing even more our anchor institution agenda is one of the highest priorities emerging from our strategic visioning process. There are five major broad areas that capture much of the scholarly expertise and civic-oriented interests in anchor institution work: K-20 educational pipeline and pathways; strong, healthy, safe neighborhoods; arts and cultural districts and initiatives; regional economic development; and science and the urban environment.

These strategies are listed on RU-N's Vision and Mission website with subpages providing details for work in each area.

RU-N has also partnered with The City of Newark and other local anchor institutions like RWJBarnabas Health, on the Newark 2020 Hire.Buy.Live.Newark initiative to dramatically reduce poverty and unemployment and to strengthen the city's economy by 2020.

In order to encourage RU-N departments to participate in and support the goals, RU-N posts this initiative on its Purchasing web page under [Diversity and Sustainability](#). The page lays out how staff can help the university achieve its Buy Newark goal and links to a comprehensive database of [Newark businesses](#) detailing the goods and services that these businesses provide. RU-N encourages its purchasing units to consider these businesses when making purchasing decisions, when appropriate.



PURCHASING
Our Role
Our Buying Process
Types of Purchases
Find Products and Services
Non-Contracted Suppliers
The Contract Process
RU Marketplace
Diversity and Sustainability +
Uniform Guidance
Bid Opportunities

RELATED LINKS
City of Newark
Hire, Buy, Live, Newark Press Conference
Newark 2020 Website
NJIS Report - "Bridging The Two Americas: Employment & Economic Opportunity in

Hire.Buy.Live.Newark

Newark is in the midst of revitalization, combining a historic surge in commercial and housing development and investment and technology deployment with the greatest reduction in crime in a generation. Yet, despite a thriving and expanding business community, Newark has high rates of poverty and unemployment with one-in-three residents living below the poverty level.

Rutgers University-Newark, in partnership with The City of Newark and other local anchor institutions, has launched the Hire.Buy.Live.Newark initiative to dramatically reduce poverty and unemployment and to strengthen the city's economy by the beginning of the next decade.

Partners

City of Newark, the Institute, PNCT, Prudential, RWJ Barnabas, Rutgers-Newark, PSEG, Panasonic, LISC, the Victoria Foundation, Audible, United Airlines, NJ Institute of Technology, Edison Properties, the Newark Alliance, Ports America, the Newark Anchor Collaborative, Maher Terminals, Rutgers Biomedical and Health Sciences, Prudential Center, Horizon, Verizon, Urban League of Essex County and Newark Community Development Network.

Three Strategies

This partnership relies on three integrated interrelated strategies: Hire Newark, Buy Newark and Live Newark.

- Hire Newark will connect 2,020 of the city's unemployed to full-time living wage jobs by the year 2020, cutting the employment gap between Newark and New Jersey in half.
- Buy Newark will support the growth of local businesses and match them to the purchasing needs of other Newark businesses, large and small, including the anchors, which are committed to increasing overall local procurement by 2020.
- Live Newark will attract more employees, faculty and students to live in the city and will provide existing residents with additional rental and homeownership choices and incentives.

In addition, Rutgers-Newark's leadership considers it an essential part of its communications strategy to maintain a presence at key national conferences to present on the collaborative work being done in Newark, and to publish articles and make speeches

available in print toward this end whenever possible. This helps build awareness across the higher education community about the work being done while also giving RU-N leaders a chance to learn about anchor institution innovations in many other communities.

DREXEL'S ANCHOR MISSION STEP BY STEP LOCAL ECONOMIC INCLUSION STRATEGIES TOOLKITS - IMPLEMENTER PERSPECTIVES

LEARN MORE ABOUT DREXEL'S STRATEGY IMPLEMENTATION

PRESIDENT FRY'S VISION



If Anthony Drexel were to walk today from the building where the Drexel Institute was founded almost 120 years ago, through our campus, and into the surrounding neighborhoods, would he be satisfied that we are fulfilling our mission as an urban university?

Drexel University:

Drexel University is an example of an anchor whose home page lays out its President John Fry's vision of the university's moral and practical obligations to its neighboring community. The site's header focuses on Drexel's strategies to implement the anchor mission framework. Highlights of Drexel's anchor mission approach is also on its Office of University and Community Partnerships website.

<https://drexel.edu/civicengagement/>

The Centers & Initiatives page includes the [Economic Inclusion Initiative](#) which views local residents, groups and businesses as "important partners in a shared local economy." The initiative staff play a centralized support role for Drexel's business functions, facilitating connections with West Philadelphia economic development partner organizations, businesses, and residents to the Drexel units that handle procurement, construction, and human resources.

The Centers & Initiatives page also includes [The Dornsife Center for Neighborhood Partnerships](#) which is the cornerstone of Drexel University's vision to become the most civically engaged university in the country. Much of the work to connecting the university with community stakeholders occurs at the Dornsife Center,

illustrating the value of having a site off campus for building community relationships.

In addition, Drexel University with support from the Annie E. Casey Foundation, developed a set of toolkits that reflect its experience building a tangible set of strategies as a locally engaged anchor institution. As a preface to the toolkits, the website includes a "[Context Setting](#)" subpage that explains why the anchor mission approach matters to Philadelphia and that it "speaks to the very meaning of higher education, and to how a university defines itself. And finally, in this work Drexel is acting as a leader in a movement that animates similar work in universities and health care organizations across North America."

The three toolkits—"Hire Local," "Buy Local," and "[Build Local](#)"—contain "how-to" distillations of several years' worth of trying, experimenting, getting things wrong, getting things right, and making substantial progress towards baking the values of anchor engagement into the university's routine business operations.

Henry Ford Health System (HFHS):

HFHS looked to vary its communications strategies by purchasing a media series in the local online publication the [modeldmedia.com](#) in order to increase the visibility of the

health system's anchor mission and community approach. The institution chose this outlet because of its focus on the local area, building communities, job creation, and mobility.

HFHS decided that the first feature story would be on the HAN CEO leadership commitment and reached out to HAN for input and inclusion in the [article](#). In addition to the external awareness created, HFHS sees that any positive media exposure reinforces and energizes the anchor mission commitments internally.

Trinity Health:

These communications examples help highlight the importance of providing ongoing anchor mission updates and exciting developments with internal stakeholders. Trinity Health was very energized from the HAN CEO Convening and wanted to share the news with its staff by writing an article for Pulse, their internal intranet site. Trinity Health also created a post with pictures for their internal Facebook-type system.



Trinity Health leaders Mike Slubowski, president and chief executive officer, Tonya Wells, vice president, social impact investing and community development and Trinity Health Board Member Kevin Barnett – joined 90 health leaders from 36 health systems at the Healthcare Anchor Network (HAN) CEO convening in Chicago on Aug. 12.

HAN's seminal gathering of health system leadership focused on accelerating members' collective commitment to the Anchor Mission, and included wide-ranging discussions on the catalytic impact made together to address economic inequities and improve community well-being.

Trinity Health is one of the original 11 founding members of HAN, which launched in 2016 and is now a nationally recognized collaboration of 45 health systems advancing community health and well-being by leveraging assets, including hiring, purchasing, and investment for equitable, local economic impact.

During the CEO convening, Mike was a featured panelist on "Leveraging Our Influence for Community Health: Roundtable on the critical role of collective policy advocacy at the local, state and federal level to complement our anchor strategies."

He described Trinity Health's leadership on policy and advocacy, sharing "We are working collaboratively with our community partners to make our communities more people-centered by improving upstream Social Influencers of Health (SIOH) and by building inclusive and sustainable local economies."

"We know that the community in which you live influences nearly 70 percent of your health. Trinity Health is committed to lending our voice to policy that improves conditions where people live, work, play and pray, and improves human flourishing. This is part of who we are as a Catholic organization in our communities," Mike said.

An important outcome of this CEO convening was that Trinity Health and thirteen other systems pledged a commitment to accelerate efforts and measurement of local hiring, sourcing and investing. In addition, systems committed to unite member advocacy efforts and

other collaborative partners around SIOH with a particular emphasis on policy to increase access to affordable housing recognizing its deep connection to health.

"Trinity Health's anchor mission work began more than two decades ago with the establishment of below-market-rate loan program to invest in local community infrastructure, said Tonya. "Currently, we have more than \$45 million of loans and loan commitments to community-based organizations for affordable housing, food access, community facilities and economic development.

Advancing anchor work and collaboration with HAN directly connects to Trinity Health's Community Health & Well-Being Priority Strategic Aim (PSA), "addressing a SIOH." For this PSA, Trinity Health ministries selected a specific SIOH to address over the next three years through a "signature project."

CHWB Ministry Signature Projects include the following SIOHs:

- Food insecurity
- Housing Access & Affordability
- Racial Discrimination
- Community Safety
- Social Isolation

For example, "housing access and affordability" - projects will lead to measurable improvements in the way those hospitals screen patients, provide referrals to community support services and resources, and ultimately increase the number of affordable housing units in those communities.

"Our CHWB colleagues across the system have been very intentional in developing their projects," said Tonya. "A lot of time and commitment has been dedicated to addressing our key focus areas and developing partnerships within the community to make transformational change. We are very excited to move forward with measurable impact data to support our anchor mission."



All Company



Tonya Wells – August 15 at 11:48 AM – Edited

I was proud to attend the [Healthcare Anchor Network \(HAN\)](#) CEO convening with Mike Slubowski and Kevin Barnett, a Trinity Health Board member, on Monday. The HAN – a collaboration of 45 health systems – is helping Trinity Health use institutional assets (through local hiring, local sourcing and local investing) more intentionally to address economic and racial inequities in our communities. This approach mutually benefits the health of our communities and our hospitals. An important outcome of this CEO convening was to secure a commitment from the systems to accelerate this anchor work. During the event Mike participated in a panel discussion about advocacy, and my favorite moment was when Mike described how Catholic Social Teaching calls us to advance the common good and human flourishing in our communities and the importance of using our advocacy influence to do just that!

photo credits to Kimia Emami



University of Utah Health:

This is an illustration of an anchor letting its audiences know that it is starting its anchor mission journey with HAN and why this strategy is so important.

<https://healthcare.utah.edu/publicaffairs/news/2019/09/healthcare-anchor-network.php>

Health Care Home / News & Announcements / 2019 / September

UNIVERSITY OF UTAH HOSPITAL JOINS HEALTHCARE ANCHOR NETWORK

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Sep 04, 2019 10:00 AM

University of Utah Hospital has joined the Healthcare Anchor Network, a group of over 40 hospitals and health systems across the country that collaborate to build inclusive, local economies. Collectively, these Network members have employed more than 1 million people and invested over \$150 billion in assets.



The Healthcare Anchor Network convenes health systems in order to share their best practices and redirect them to building and investing within the local community – by creating more local jobs and empowering minority and female-owned businesses. Members of the Network, typically non-profit organizations or publicly-owned enterprises, are community-focused, helping to ensure their communities are safe, vibrant and healthy.

"At University of Utah Health, we recognize the importance of working side-by-side with our community to address social, economic, and environmental disparities," said Rylee Curtis, director of community engagement. "As an anchor institution, we have an obligation to continually review our processes when it comes to purchasing, philanthropy, and workforce development to do what's best to improve the health of our community."

According to Curtis, joining the Healthcare Anchor Network provides a strategic opportunity for U of U Health to collaborate with other Healthcare Anchor Institutions across the nation, including seven medical schools.

Recent Press Releases

October 15, 2019

NIH Award Supports Development of Non-Opioid Treatment for Back Pain

October 14, 2019

Center for Medical Innovation Names Interim Co-Directors

Public Affairs Info

Media Contacts

Public Affairs Newsroom

Events Calendar

In the News

Awards & Recognition

2007 Nobel Laureate Mario Capecchi

Consumer Health Information

Bon Secours Mercy Health:

This exemplifies communicating the anchor mission leadership role to internal stakeholders and sharing impactful announcements.



Ministry investment in Healthcare Anchor Network



Our ministry has joined several U.S. health systems in making a conscious, significant investment in addressing the social determinants of health. BSMH has long been a member of the Healthcare Anchor Network (HAN), which is a leadership group of 45+ U.S. health systems that will make unprecedented investments to help address the economic, racial and environmental disparities in our communities. An announcement of our commitment will be made in a national news release on Nov. 5.

As a ministry leader, we are sharing this exciting news with you now, and we will share it with all associates later this week. In the coming months, we will announce additional details about this work, as our programs are implemented within our ministry.

By making this commitment with our colleagues in the Healthcare Anchor Network, we are able to fulfill our Mission of extending the compassionate ministry of Jesus to those in need, through an innovative model that targets the root causes of poor health and well-being.

Here is a [link](#) to the Healthcare Anchor Network website, which provides details about how our collective institutional investments can impact community health outcomes in the years to come.

Like | Comment

UMass Memorial Health Care:

The health system's website spotlights its anchor mission framework and includes the four pillars of its anchor strategies.



Advocate Aurora Health:

The health system did an incredible job with garnering local media coverage as part of the HAN announcement that 14 member health systems were committing to investing over \$700 million for impact investing.

Chicago Tribune

ADVOCATE AURORA HEALTH TO INVEST \$50 MILLION IN UNDERSERVED COMMUNITIES IN ILLINOIS, WISCONSIN

https://www.chicagotribune.com/business/ct-biz-advocate-aurora-health-investing-money-underserved-communities-20191105-njgbv7hvjv5fopp4z7sln37hkvy-story.html?mc_cid=ce401108e2&mc_eid=9f7e2e4412

Cristy Garcia-Thomas, Advocate Aurora Health chief external affairs officer, said the main goal of the investment is to reduce health inequities in low-income communities. "Roughly 80% of overall health is determined by your ZIP code. It can be a strong predictor of your outcome," Garcia-Thomas said. "We're a health care provider and the well-being of our community is a top priority to us."



HEALTH SYSTEMS ANNOUNCE \$700 COMMITMENT TO ADDRESS DISPARITIES

https://healthnewsillinois.com/2019/11/06/health-systems-announce-700-commitment-to-address-disparities/?mc_cid=ce401108e2&mc_eid=9f7e2e4412

Fourteen hospitals and health systems, including four with an Illinois presence, announced a more than \$700 million commitment on Tuesday to address disparities.



ADVOCATE AURORA HEALTH COMMITS \$50 MILLION TO ADDRESS ECONOMIC DISPARITIES

https://www.jsonline.com/story/money/business/health-care/2019/11/05/advocate-aurora-health-commits-50-million-address-economic-disparities/4165454002/?mc_cid=ce401108e2&mc_eid=9f7e2e4412

"There is a known correlation between income and health status of communities," Jim Skogsbergh, president and

CEO of Advocate Aurora Health, said in a statement. "That's why we're focused on empowering the people and neighborhoods we're so privileged to serve and opening new doors that help distressed communities to join the economic mainstream."



ADVOCATE AURORA HEALTH PLEDGES \$50M TO HELP WISCONSIN, ILLINOIS COMMUNITIES

https://www.bizjournals.com/milwaukee/news/2019/11/05/advocate-aurora-health-pledges-50m-to-help.html?mc_cid=ce401108e2&mc_eid=9f7e2e4412

"By our very nature, hospitals and health systems are anchor institutions in the neighborhoods we serve, and the well-being of our communities will always be an institutional priority," Cristy Garcia-Thomas, Advocate Aurora Health chief external affairs officer, said in a statement.



ADVOCATE AURORA HEALTH INVESTS \$50 MILLION TO ADDRESS DISPARITIES

https://wisconsinhealthnews.com/2019/11/06/advocate-aurora-health-invests-50-million-to-address-disparities/?mc_cid=ce401108e2&mc_eid=9f7e2e4412

Advocate Aurora Health joined 13 other health systems in announcing a \$700 million commitment on Tuesday to address disparities.

Advocate Aurora plans to invest \$50 million to address economic, racial and environmental disparities that affect health outcomes in Wisconsin and Illinois.

That includes local purchasing efforts and hiring initiatives. The health system also plans to work with community development financial institutions to support small and diverse business development, affordable housing, and community health centers and food centers.



ADVOCATE AURORA HEALTH ANNOUNCES \$50 MILLION COMMITMENT TO INVEST IN UNDERSERVED ILLINOIS AND WISCONSIN NEIGHBORHOODS

<https://urbanmilwaukee.com/pressrelease/advocate-aurora-health-announces-50-million-commitment-to-invest-in-underserved-illinois-and-wisconsin-neighborhoods/>

“There is a known correlation between income and health status of communities. That’s why we’re focused on empowering the people and neighborhoods we’re so privileged to serve and opening new doors that help distressed communities to join the economic mainstream,” says Jim Skogsbergh, Advocate Aurora Health president and CEO.



ADVOCATE AURORA TO INVEST \$50 MILLION TO ADDRESS HEALTH DISPARITIES

https://biztimes.com/advocate-aurora-to-invest-50-million-to-address-health-disparities/?mc_cid=ce401108e2&mc_eid=9f7e2e4412

The first investments in Illinois and Wisconsin organizations and businesses will be made in 2020. They will target low-income communities with lower life expectancy. The health system cited research indicating that factors outside the hospital walls account for up to 80% of health outcomes.



ADVOCATE AURORA PLANS \$50 MILLION IN COMMUNITY INVESTMENTS

<https://www.chicagobusiness.com/health-pulse/walgreens-said-eye-take-private-deal-advocate-aurora-plans-50-million-community>

Advocate Aurora Health will put \$50 million toward “impact investing” in Illinois and Wisconsin to help address economic, racial and environmental disparities that impact health outcomes, the system said in a statement. It will use the investment pool to partner with community

development institutions to provide targeted investments like small and diverse business development, affordable housing expansion and investments in federally qualified health centers and food centers.

“There is a known correlation between income and health status of communities,” Jim Skogsbergh, Advocate Aurora Health president and CEO, said in the statement. “That’s why we’re focused on empowering the people and neighborhoods we’re so privileged to serve and opening new doors that help distressed communities to join the economic mainstream.”



VIDEO ANNOUNCEMENT

<http://mms.tveyes.com/MediaCenterPlayer.px?u=aHR0cDovL21lZGhY2VudGVyLnR2ZXllcy5jb20vZG93bmVvYWRnYXRld2F5LmFzcHg%2FVXNlcklEPTQ0MTE5MyZnREIEPTEyNDQ4MTcxJk1EU2VlZD02NzA2JlR5cGU9TWVkaWE%3D>



IV. Communications resources

Below are messaging and communications resources that we hope you will find helpful. Links to these resources as well as to items in the toolkit can be found at: <https://healthcareanchor.network/2020/01/anchor-mission-communications-toolkit-resources/>

[Listen to Rush's anchor mission communications presentation](#) to HAN or [download the slide deck](#) presentation.

Find HAN reports and additional resources on the HAN website's [Resources page](#).

General Communications Toolkits:

W.K. Kellogg Foundation's **Template for Strategic Communications Plan**

<https://www.wkcf.org/resource-directory/resource/2006/01/template-for-strategic-communications-plan>

Cause Communication's **Communications Toolkit: A Guide to Navigating Communications for Social Impact**

<https://causecommunications.org/toolkit/>

The Opportunity Agenda's **Vision, Values, and Voice: A Communications Toolkit**

<https://www.opportunityagenda.org/explore/communications-toolkit>

Spitfire Strategies **Smart Chart 3.0**: Helping Nonprofits Make Smart Communication Choices
<https://smartchart.org/>

Online tools for maps and data on health and wealth gaps in cities and regions:

The Opportunity Atlas: a new data tool allows us to answer the question: Which neighborhoods in America offer children the best chance to rise out of poverty? The Opportunity Atlas answers this question using anonymous data following 20 million Americans from childhood to their mid-30s. See where and for whom opportunity has been missing, and develop local solutions to help more children rise out of poverty. <https://www.opportunityatlas.org/>

The Neighborhood Atlas: an online tool that allows for customized ranking and mapping and free downloads of neighborhood data according

to socioeconomic disadvantage. <https://www.neighborhoodatlas.medicine.wisc.edu/>

KIDS COUNT is a project of the Annie E. Casey Foundation. Each year, the Foundation produces a comprehensive report — the **KIDS COUNT Data Book** — that assesses child well-being in the United States. The indicators featured in the Data Book are also [available in the Data Center](#). <https://datacenter.kidscount.org/>

PolicyMap: Easy-to-use online mapping with data on demographics, real estate, health, jobs, and more in communities across the US. <https://www.policymap.com/> and <https://www.policymap.com/maps>

Healthiest Communities: an interactive destination for consumers and policymakers, developed by U.S. News & World Report in collaboration with the Aetna Foundation, an independent charitable and philanthropic affiliate of CVS Health. Backed by in-depth research and accompanied by news and analysis, the site features comprehensive rankings drawn from an examination of nearly 3,000 counties and county equivalents on 81 metrics across 10 categories, informing residents, health care leaders and officials about local policies and practices that drive better health outcomes for all. Data were gathered and analyzed by the University of Missouri Center for Applied Research and Engagement Systems (CARES). <https://www.usnews.com/news/healthiest-communities> (the map search tool is at the bottom of the website)

Diversitydata.org: The Institute for Child, Youth and Family Policy (ICYFP) at Brandeis University's **Heller School for Social Policy and Management's** online data and analysis tool provide insight into well-being and equity among the ever-more diverse child population in the U.S. <http://www.diversitydata.org/>

Please contact Bich Ha Pham, Manager, Communications and Policy, Healthcare Anchor Network, with any questions about this toolkit or if you would like to discuss your anchor mission communications strategies.

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